

VISIT...

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management

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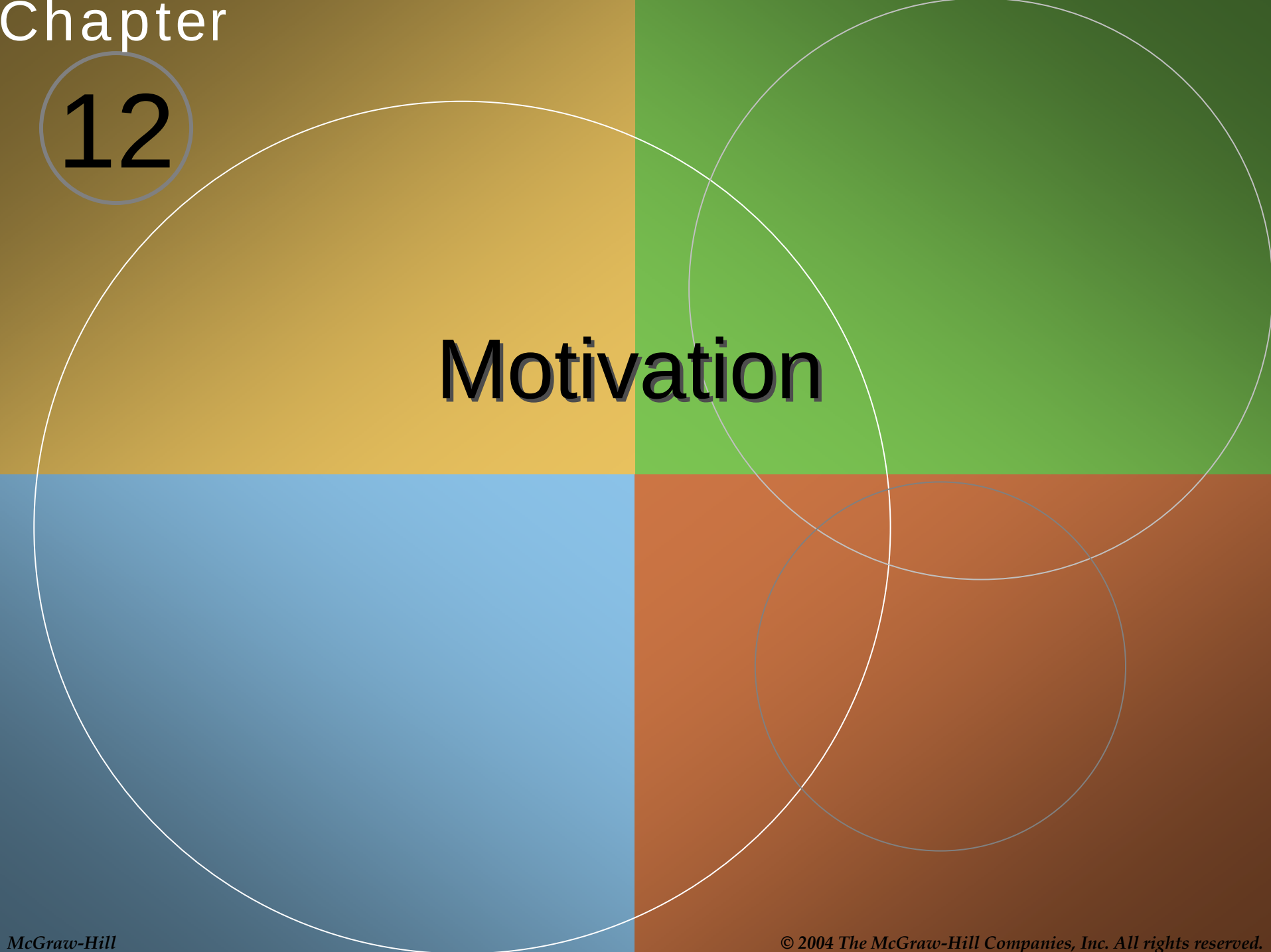
Robert L. Cardy



people
performance
change

second
edition

Motivation



Learning Objectives

After reading this chapter, you should be able to:

- **Understand the basic approaches to motivation.**
- **Use goal setting to increase employee effort.**
- **Improve performance and solve worker performance problems by applying various motivation models.**
- **Use reinforcement principles to achieve higher performance.**
- **Differentiate between motivation and other possible influences on performance.**

Motivation

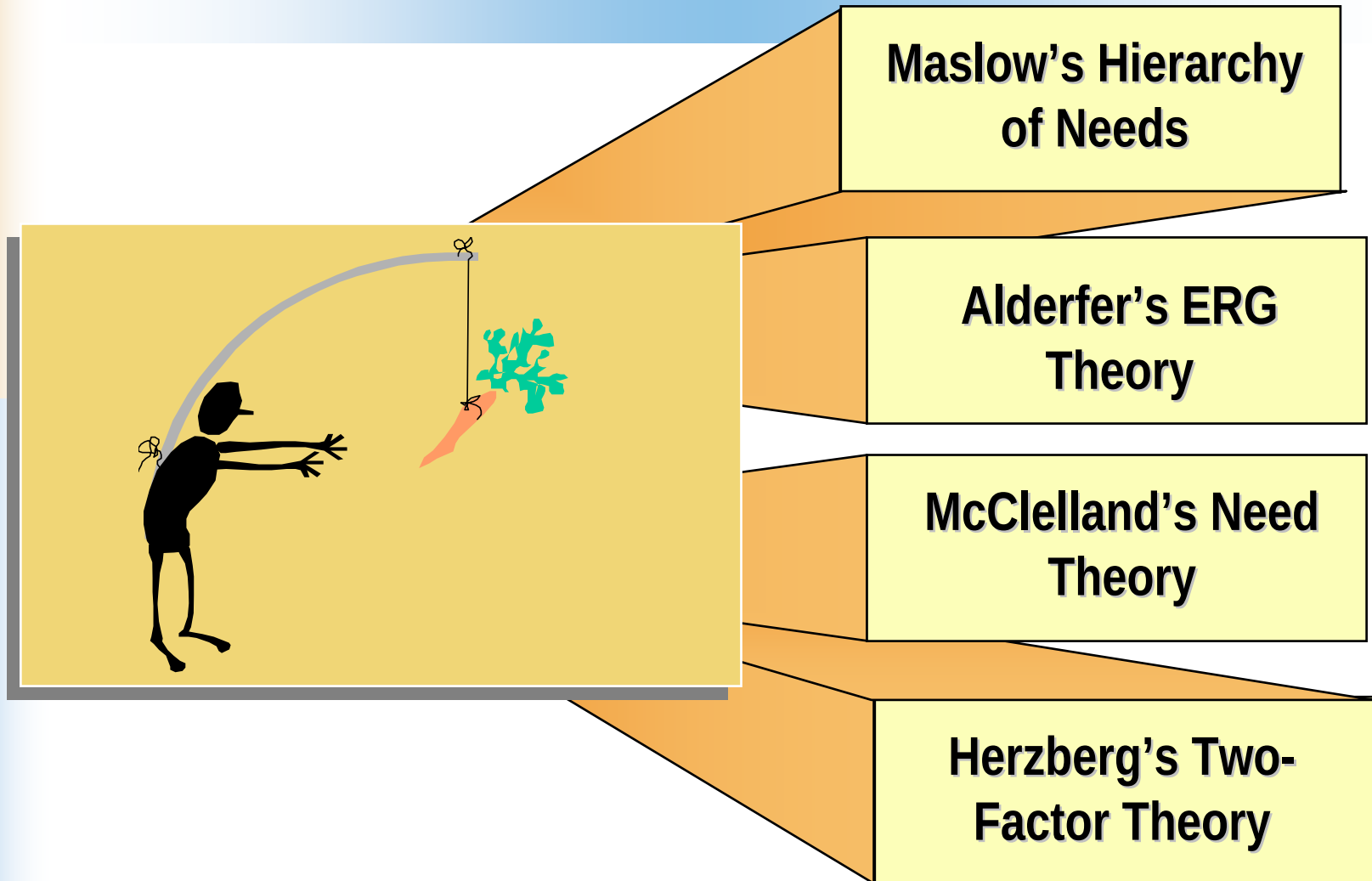
- **Categories of Theories:**

- **Content theories** of motivation seek to understand what underlies and drives motivation
- **Process theories** of motivation seek to understand what steps can be taken to improve and maintain motivation

- **Types of Motivation:**

- **Intrinsic motivation**- comes from the personal satisfaction of the work itself
- **Extrinsic motivation** – comes from the rewards that are linked to job performance, such as a paycheck

Content View of Motivation



Maslow's Hierarchy of Needs

Self-actualization

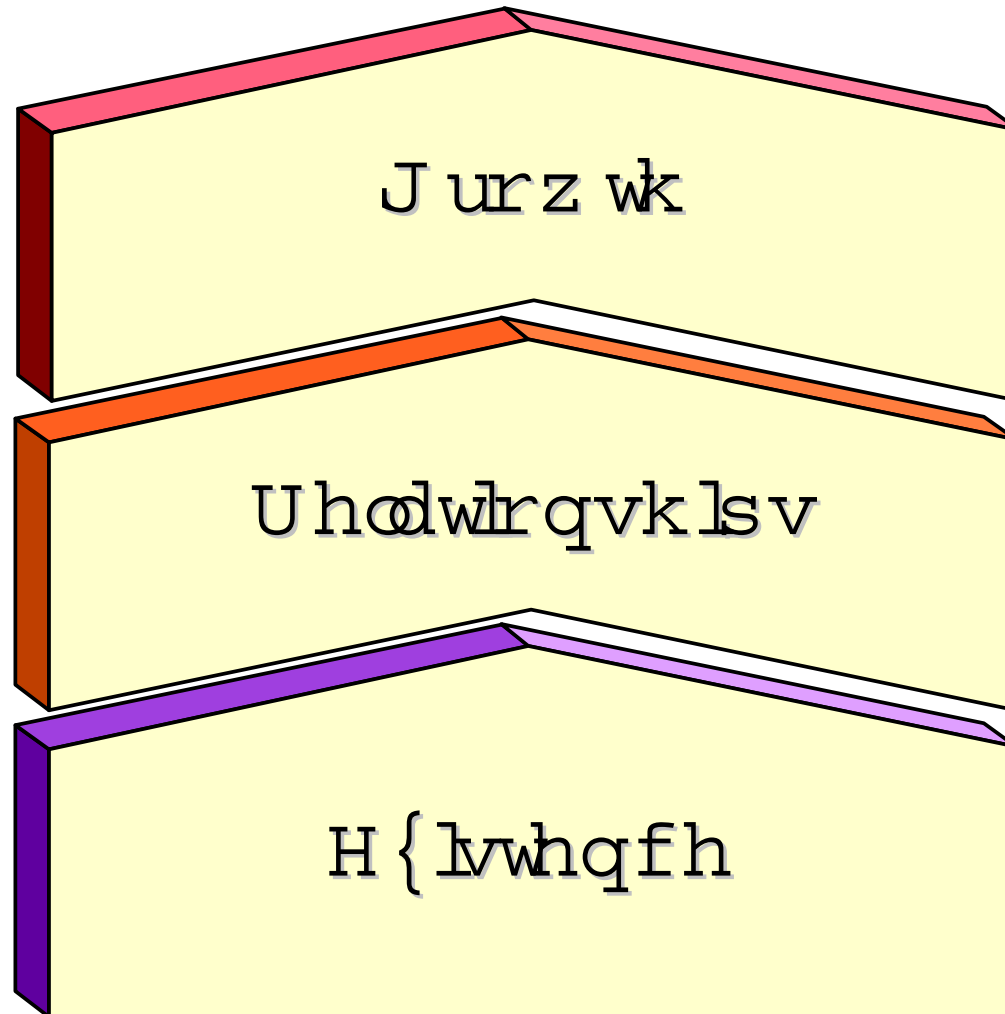
Esteem Needs

Social Needs

Safety Needs

Physiological Needs

Alderfer's ERG Theory



**Need for
Achievement**
(*nAch*)

**Need for
Power**
(*nPow*)

**Need for
Affiliation**
(*nAff*)

McClelland's Needs Theory

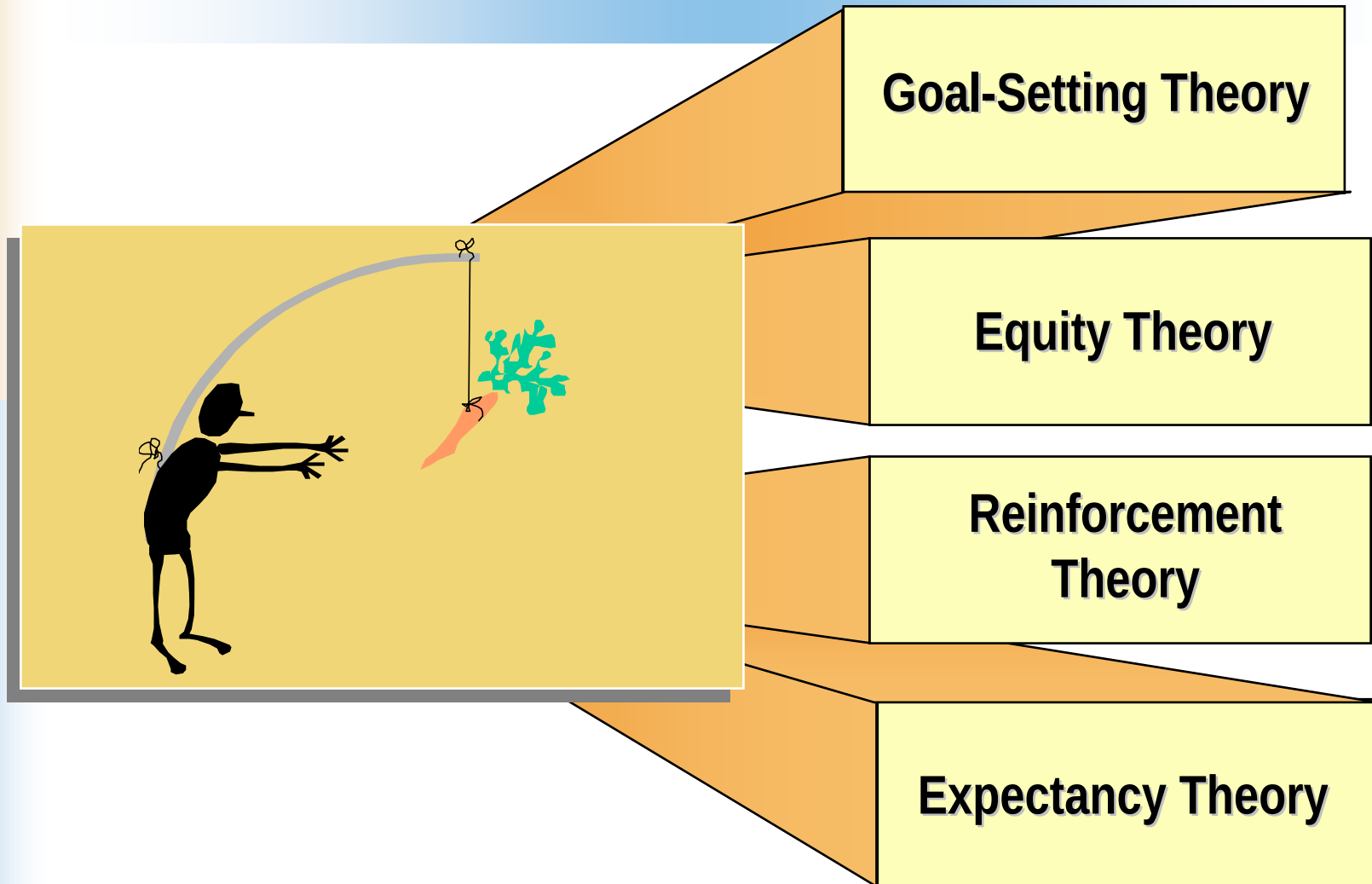


Herzberg's Two-Factor Theory

Hygiene Factors	Motivational Factors
• Quality of supervision • Rate of pay • Company policies • Working conditions • Relations with others • Job security	• Career Advancement • Personal growth • Recognition • Responsibility • Achievement

← High Job Dissatisfaction 0 Job Satisfaction High →

Process View of Motivation



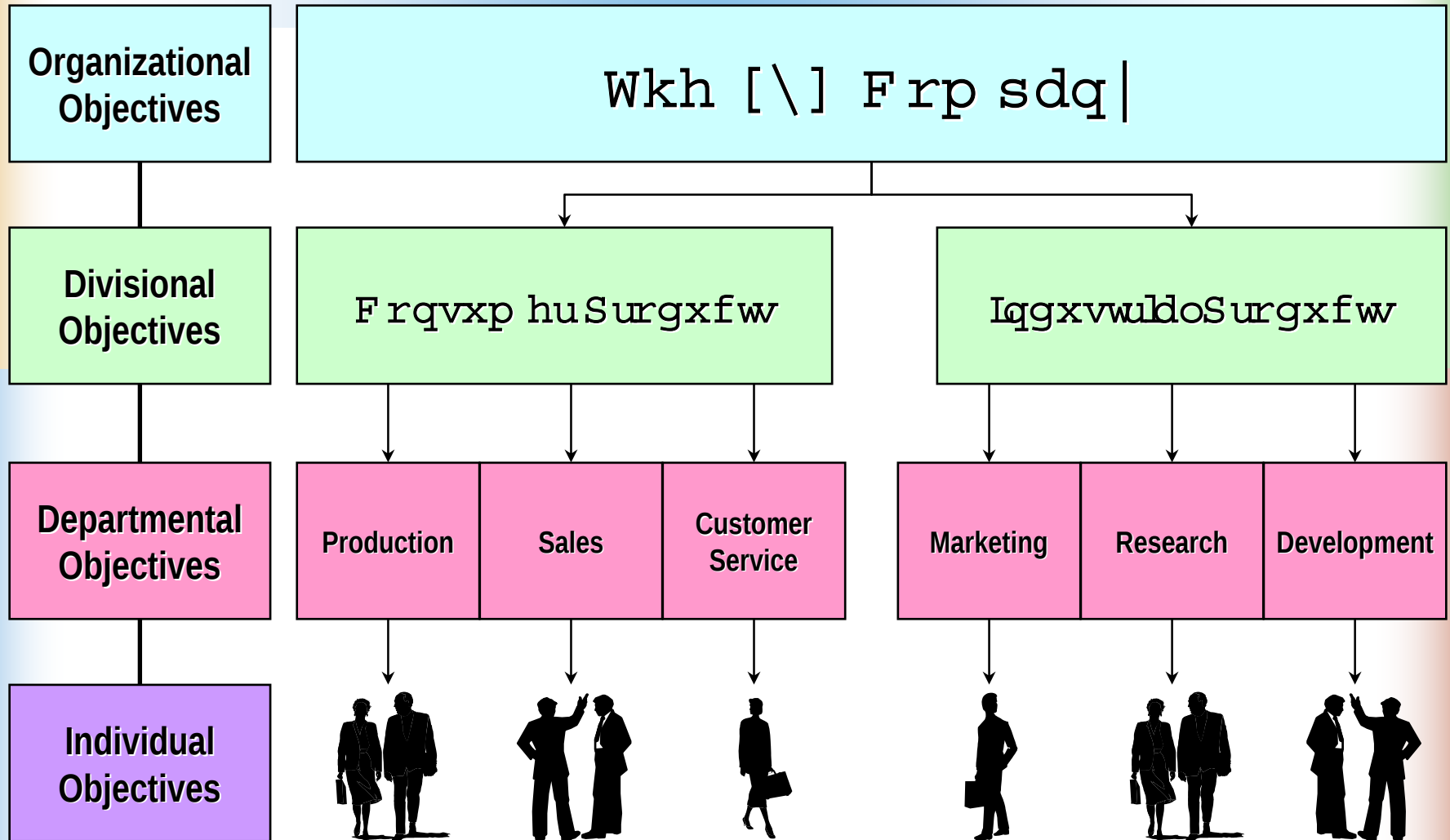
Goal-Setting Theory

- **Effective Goals are:**

- Accepted by employees
- Challenging and realistic
- Specific, quantifiable, and measurable



MBO: Cascading of Objectives



Equity Theory

Personal Outcomes
Inputs

versus

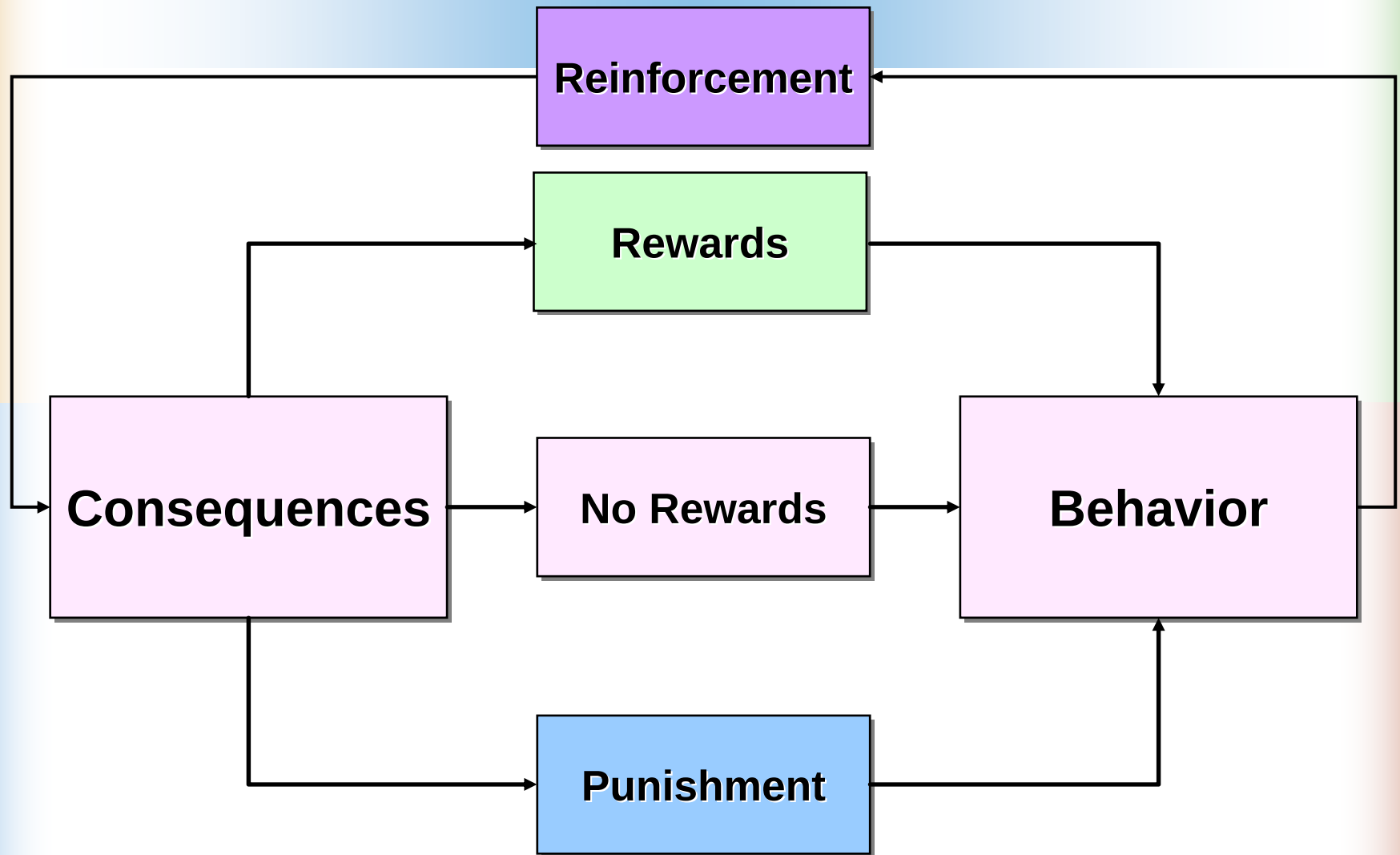
Others' Outcomes
Inputs

Equity Theory (continued)

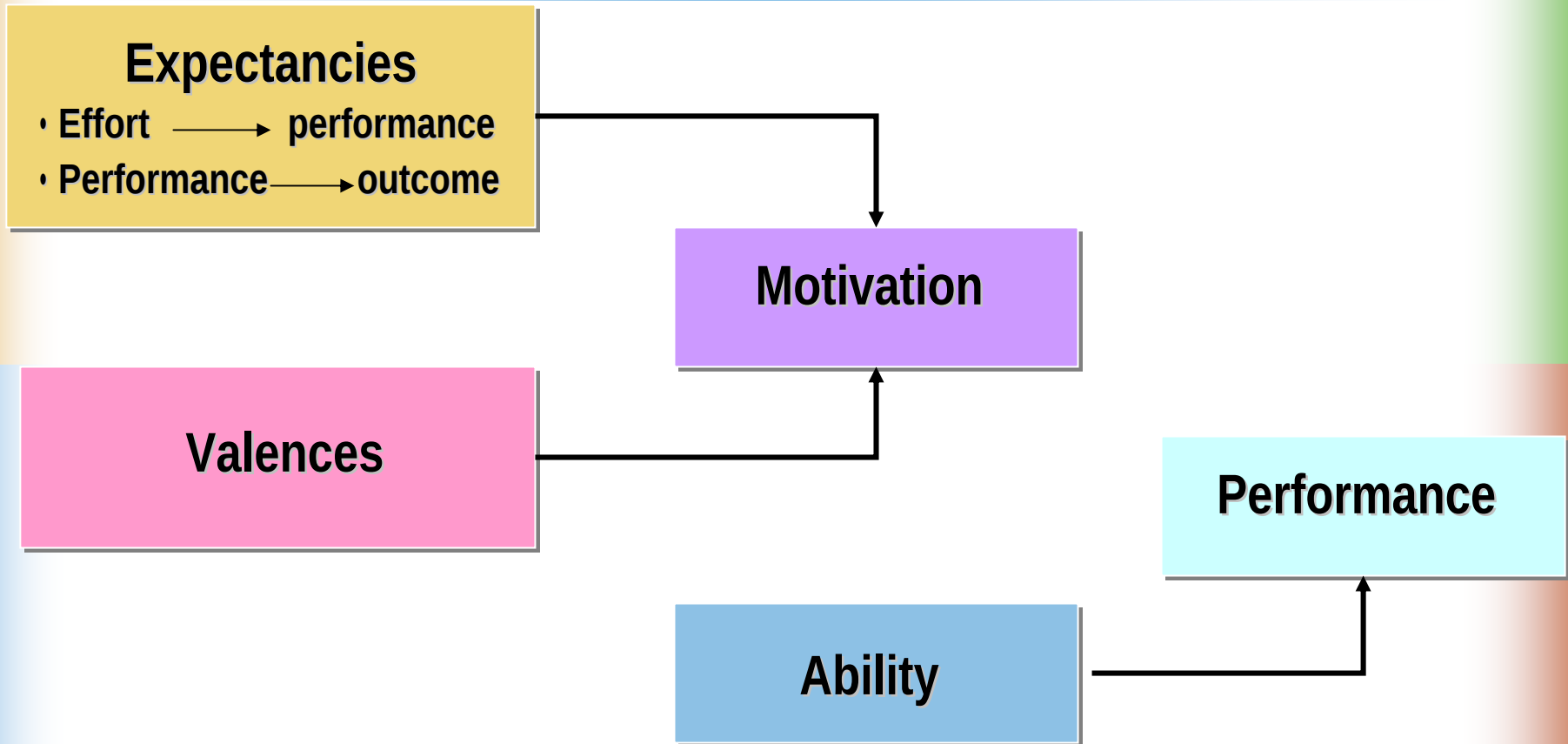
- **Inequity occurs when the ratio is not equivalent and creates cognitive dissonance**
- **To restore equity, people may use one of the following: :**
 - Reduce inputs by cutting back on the effort, and if the imbalance becomes too great, to leave the firm
 - Influence the outcome, such as persuade the boss for a raise
 - Decrease others' outcomes, such as spread rumors about others
 - Increase effort level if they think they are getting more than they deserve



Reinforcement Theory



Expectancy Theory of Motivation



Motivation by Design

- **Job Enlargement**
- **Job Rotation**
- **Job Enrichment**
- **Job Characteristics Model**

Applications of Management Perspectives—*For the Manager*

- **Effective managers understand the factors that influence motivation and use them as levers to energize employees toward organizational goals.**
- **Effective motivation requires much more sophistication than kicking workers harder to get more out of them.**
- **Long-term effectiveness requires managers to considers the needs and perceptions of workers as well as characteristics of the work environment.**
- **Managers should be able to apply the motivation theories to analyze and solve motivation difficulties.**

Applications of Management Perspectives—*For Managing Team*

- **A critical issue is how the teams are structured.**
- **If the team is given responsibility for a project or area, they can move beyond their individual concerns and be motivated to contribute to the common goal.**

Applications of Management Perspectives—*For the Individual*

- **As individual performers, we should understand our own needs.**
- **It is also helpful to clearly understand motivation process in the work environment.**
- **It is important to clarify and manage your personal instrumentalities and valences.**